

## Minutes

### Policing Plan Group

Wednesday 3 February 2016, at 10.30am  
at The Forum, 74-80 Camden Street

The Forum  
5th Floor North  
74-80 Camden Street  
London NW1 0EG

T: 020 7383 0259  
F: 020 7383 2655  
E: general.enquiries  
@btpa.police.uk

[www.btpa.police.uk](http://www.btpa.police.uk)

---

#### Present:

Mark Phillips, Group Chair  
Dominic Booth  
Liz France  
Stella Thomas  
Bill Matthews (via teleconference)  
Rt Hon. Esther McVey, Chairman BTPA

#### Apologies:

#### In attendance:

Adrian Hanstock, Deputy Chief Constable BTP  
Mike Furness, Head of Strategic Development BTP  
Andrew Figgures, Chief Executive BTPA  
Samantha Elvy, Strategy and Performance Manager BTPA  
Ian Shannon, RSM UK Consulting (observer)  
Jon Newton, Performance Analyst BTPA (minutes)

---

#### 01/2016 Welcome and apologies

Non-Agenda

1. The Chair welcomed attendees to the Policing Plan Group meeting. There were no apologies.

#### 02/2016 Minutes of meeting 2 - 03.12.2015

Agenda Item 1

2. The minutes were approved as an accurate record.

#### 03/2016 Matters arising

Agenda Item 2

3. Further to Action 1, a meeting had been held with the President of the Police Superintendents' Association of England and Wales to discuss the review of police targets; they were supportive of BTP's

longer term approach and activities with respect to the 2013-19 strategic plan. This action was noted as complete.

4. Further to Action 8, the Chair of the Authority's Audit and Risk Assurance Committee had agreed to consider the proposal, at the Committee's next meeting on 3 March, to add Niche to the Strategic Risk Register.
5. There was a further discussion around the changeover of the crime recording system to Niche. It was highlighted that the implementation of Niche was likely to result in 0.5% more recorded offences because of improved incident and crime recording processes, but that once it had been implemented it would be very difficult to subsequently measure the extent of any changes to the crime figures that were caused by the changeover. It was also highlighted that the impacts of the Niche system would be visible by the Authority's Quarter 2 Performance Review Committee (PRC) meeting, in October 2016. It was noted that the best approach would be to continue monitoring compliance rates with crime recording standards through audits.
6. Further to Action 9, BTP had developed a proposed value for money Policing Plan target. A Member noted that the proposed target should be based on cost per passenger miles, rather than kilometers. Action 9 was noted as complete.
7. It was noted with respect to Action 10, for BTPA Executive to liaise with the Rail Delivery Group (RDG) about BTP safeguarding training packages for rail staff, that the RDG Policing and Security Implementation Group (RDG P&S IG) had received a presentation from BTP, and that the train operating companies (TOCs) were working with the Force to identify a best fit model for delivering training to their staff. Action 10 was noted as complete.
8. There was a discussion about the stakeholder consultation on the proposed Policing Plan targets, which had closed on Friday 29 January. It was noted that responses had been received via an online consultation survey, with additional responses by email; one additional email was received, from TfL, after the consultation had closed. Responses had been received from passenger and freight operators, and Transport Focus; it was noted that passenger representation groups had attended the local consultation meetings, but Transport Focus was the only passenger group to have responded to the January consultation.

9. Members noted that the response rate, of 25%, was not particularly high, but that there had been an increase in the number of responses compared to the approximately 18 received for the previous year's consultation. It was highlighted that stakeholders in the D Division were content with the consultation process and proposed Local Policing Plan targets for Scotland. There was a discussion about how this response rate could be improved for next year's Policing Plan consultation. Actions 11 and 12 were noted as complete.
10. The Deputy Chief Constable (DCC) provided a brief overview of BTP's passenger survey results and noted that they complemented the findings of the Policing Plan consultation. It was highlighted that, consistent with last year's results, the key themes from BTP's latest survey results were around anti-social behaviour (ASB), delays and uniformed visibility, particularly late at night.
11. **Agreed**
  - 11.1. BTP to consider updating the proposed value for money target to focus on cost per passenger mile, rather than cost per passenger kilometer.
  - 11.2. BTPA Executive to develop proposals prior to the next meeting of the Policing Plan Group, in October 2016, on how to consult with stakeholders on the 2017/18 Policing Plans.

#### **04/2016 Update on 2016/17 National and Local Policing Plans**

##### Agenda Item 3

12. The Group received an overview of the challenging context in which the 2016/17 Policing Plan targets were being proposed. It was highlighted that there was an increasing number of railway travellers, nationally increasing recorded crime numbers, and BTP was in a year of transition. There had been year to date successes around joint activity to reduce lost minutes, which were down by 18% on average at hotspots, reducing volume crime and through initiatives such as Operation Stronghold, which is focused on increasing front-line patrols to tackle violence against the person, and the Force's approach to the policing of football.

*Proposed National targets*

*5% reduction in overall notifiable offences*

13. There was a discussion about Operation Trafalgar, which involves using an intelligence-based approach to ensure that resources are located where they are needed, and its emphasis on retail crime. The Group was informed that, whilst on-train offences were of equal concern, there was a growing retail estate on the rail network. Members suggested that these developments had the potential to increase demands on BTP's resources. It was suggested that enhanced police service agreements (EPSAs) at certain locations should be considered. The role of private security and the need to be more proactive around station developments were also highlighted.
14. The Chair of the Group queried how confident the Force was that it could achieve a reduction in notifiable offences, given the projected increase for 2015-16. The Group was informed that locating crime hotspots and ensuring that the Force was as responsive as it could be would be key to achieving the target. The Force would also be looking to equip its frontline resources so that they can spend more of their time on the frontline. Also highlighted were the joint work between BTP and Network Rail to reduce disruption on the rail network, the text message reporting line, and other initiatives such as Operation Guardian and the 'Report it to Stop it' campaign, which aim to improve confidence and encourage the reporting of sexual offences, and which, although resulting in an increase in crime, would assist in directing resources to look for certain behaviours and be in the right places at the right times.
15. Members were informed that, whilst there was a challenging context, the Force was confident that, through the full implementation of BTP's transformation programme and with a high level of joint working with the industry, it could achieve the proposed crime reduction target. The proposed 5% reduction target for notifiable crime was noted.

*5% reduction in lost minutes*

16. The Group was informed that the strategic objective to reduce police-related disruption was the most challenging of the '202010' strategic objectives<sup>1</sup>, and that there was likely to be a 5% to 6%

---

<sup>1</sup> By 2019, reduce police-related disruption by at least 20%, reduce crime on the railway by at least 20%, and increase passenger confidence with personal security on train and on station by at least 10%, based on the 2012/13 figure.

increase for 2015/16. There had been a 1% reduction in the number of primary lost minutes; however, reactionary lost minutes were up by 10%.

17. An overview was provided on some of the positive impacts that had been achieved in tackling lost minutes. These included an 18% reduction in disruption at hotspot locations, over 1,000 life-saving interventions, over 1,600 interventions under the Mental Health Act 1983, and the year to date achievement of an average clearance time of less than 90 minutes for non-suspicious and unexplained fatalities. It was suggested that it may be worth communicating the 18% reduction in lost minutes at hotspots to the RDG P&S IG.
18. The Group noted that, as a result of the decrease in 2012-13 and subsequent increases since 2013-14, a 30% reduction in police-related lost minutes would be required to achieve the 2013-19 disruption related strategic objective. A back-weighted approach to achieving this strategic objective was proposed, with a 5% reduction target for 2016/17, followed by consecutive annual reduction targets of 12.5% for 2017/18 and 2018/19.
19. It was noted that this would allow time for the joint disruption management work with Network Rail and some of the Force's transformational projects, which would assist in the achievement of this objective, to be implemented. It was also highlighted that the emergency intervention units (EIUs) and the disruption Fusion Unit, which were to be implemented as part of the joint work between BTP and Network Rail, were expected to be in place by the end of the current year but that the benefits were not expected to be fully realised before the latter part of 2017.
20. The Chair of the Group queried whether Network Rail was supportive of this approach. The DCC highlighted that Chief Superintendent Brogden, who was seconded to Network Rail to lead BTP's joint disruption management work, was supportive.
21. Members queried how the percentage requirement to achieve the disruption target would be divided between BTP's Sub-Divisions, and what type of response there would be if the figures for a Sub-Division started to deviate from this requirement. It was highlighted that, unless there were any significant issues in a Sub-Division, they would each be required to achieve an equal percentage reduction. If there was a deviation from achieving this, the Force would consider control measures and, if necessary, the movement of resources, such

as those with specialist skills or through a partnership approach with the rail industry.

22. The Group was informed that, with the full implementation of the joint disruption workstream and continued support from industry colleagues, the Force was confident that the proposed lost minutes reduction target for 2016/17 could be achieved, and that using back-weighted targets was the best approach to achieving the disruption related strategic objective by 2019.

*80.2% target for passenger confidence and 69.1% target for rail staff confidence*

23. The Group was informed that the results of the most recent, Autumn 2015, National Rail Passenger Survey (NRPS) results had shown an increase in the passenger confidence rating, to 78.71% of passengers being satisfied with their security on train and at the station, and that BTP was on target to achieve the confidence related strategic objective. It was proposed that there be incremental targets for 2016/17 to 2018/19 in order to achieve the 82.7% strategic objective for passenger confidence and the 71.6% target for rail staff confidence by 2019.
24. Members highlighted that there was a concern around rail staff confidence with respect to assaults on rail staff. The DCC noted that this had been identified and that he had requested more details on which rail staff were affected and where BTP should focus its efforts. Approaches which could have a positive impact on rail staff confidence included the proposed TfL Sub-Division target to complete at least 150 Docklands Light Railway (DLR) partnership patrols and BTP's randomised control trials on the use of body-worn video, which was found to usually affect the behaviour of those being filmed, resulting in reduced violence and increased confidence.
25. The Chair queried whether there had been any analysis around the 20 lowest confidence stations, which had been identified for the 2015/16 Policing Plan. The Group was informed that BTP had widened this work to focus efforts at the 50 lowest confidence stations and that the Force was also monitoring the highest confidence stations, with the aim of maintaining the high levels of passenger confidence at these locations. It was noted that the Force had considered a range of methods of engagement to target the different groups of passengers and efforts were being put in place where the largest impact was required.

26. Members queried whether it was possible to identify on-train locations with low confidence. The Group was informed that this had been done; the NRPS results show confidence figures both for on trains and at stations; it had been found that where the on-train figures were low, there was a direct correlation with low confidence stations. It was highlighted that in addition to patrols as part of Divisional activity, the Force was, as part of Operation Trafalgar, patrolling on trains where there was low confidence. Also highlighted were BTP's efforts around football policing and the Demand Review, which would lead to more staff on duty at weekends.
27. There was a discussion about whether it would be possible for BTP to achieve the required increase in confidence to meet the confidence related strategic objective for 2019. It was highlighted that the Force was currently achieving the confidence related Policing Plan targets and that efforts were being focused on those activities which had been found to be more effective. It was commented that whilst BTP could carry out activities that were known to lead to improvements in confidence, and it was possible to see the results of confidence surveys, it was difficult to quantify the effects of the Force's activities. Members noted that although it was not an exact science, it would be beneficial to be able to identify that the confidence figures were being driven by BTP's range of activities.

*Reduce BTP's cost per passenger kilometer during 2016/17*

28. It was agreed that the proposed target for 2016/17 would be an interim before BTP's resource planning tool was implemented. The Chair of the Group stated that commentary should be provided to indicate this, as well as around the Force's ongoing activities which will impact on its value for money and around the budget for 2016/17.
29. It was reiterated that the proposed value for money target should refer to cost per passenger mile, rather than cost per passenger kilometer.

*Increase the safety of young people, vulnerable adults and railway staff through the implementation of year two of the Safeguarding Strategy*

30. The Group was informed that the proposed target outlines how the Force prioritises against risk and ensures that the handover to the provision of care by partner agencies is as effective and as quick as possible, but that the supporting commentary could more effectively

set out how BTP disaggregates the safeguarding processes depending upon the required response.

31. The Group queried how performance against non-specific targets was measured. The DCC noted that there was a balance around how proactive the Force could be compared to being reactive in responding to incidents, and that the proactive side could sometimes be more challenging. It was highlighted that there was more that the Force could do to describe how it was managing risk and responding to harm.

*Local Policing Plan targets*

32. It was highlighted that stakeholders were supportive of the Problem Solving Plan (PSP) approach being adopted by the Sub-Divisions but that there was concern about the level of engagement they were receiving around the PSPs.
33. Members were informed that stakeholders had commented in the feedback to the January 2016 consultation that they would welcome a focus on violence against rail staff in the B Division. The DCC stated that such a target could potentially be included and that it would not be incompatible with the targets already proposed.
34. A Member highlighted that the D Division Policing Plan consultation meeting, in November 2015, had been effective and that the proposed targets for the Division reflected the discussions at that meeting. The DCC questioned the value of the proposed D Division recidivist offending rate target, and whether it would be better to focus on victimisation; it was noted that a very low number would be affected by this target. A Member noted that the proposed target may have been suggested by industry stakeholders with the aim of tackling repeat offenders.
35. Members were informed that feedback had been received from Transport for London (TfL) that the proposed TfL Sub-Division targets were not fully representative of the Local Policing Plan consultation meeting for the Sub-Division, held in November 2015; it was suggested that they may need to be revised. The DCC questioned the proposed TfL Sub-Division target to increase arrests for sexual offences, and suggested that a positive outcome rate target would be preferred. The proposed DLR joint operations target was also highlighted; it was suggested that there could be more focus on what was being done to tackle the problem. It was noted



that there would be further discussions with TfL with respect to the Sub-Division's proposed targets.

## **05/2016 Agreed next steps**

Agenda Item 4

### **36. Agreed**

- 36.1. BTP to develop a paper on the proposed Policing Plan targets for the next full Authority meeting, on 17 March. The paper will include a more detailed analysis around the Force's underpinning actions to achieve the proposed 2016/17 Policing Plan targets.
- 36.2. BTP and BTPA Executive to set out the resources required to achieve the 2016/17 Policing Plan.
- 36.3. A communications plan to be developed to set out how BTP and BTPA will communicate with stakeholders when the Policing Plans are released. Plan to also set out how the communications will target the different types of stakeholder, such as the rail industry, passenger groups, and Passenger Transport Executives (PTEs).
- 36.4. Coordinated messages, with the RDG, to be developed on progress made in 2015/16, including details of what has been achieved and areas where there have been challenges but progress has been made. Paper to be developed for the full Authority meeting.